The Saskatchewan Legal Aid Commission presents...

2009-2010 Annual Report

Legal Aid SASKATCHEWAN

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Organizational Profile and Mandate

MISSION

We promote access to justice for eligible persons through the provision of quality legal assistance.

VISION

The Saskatchewan Legal Aid Commission will be an innovative, collaborative legal aid system that responds to the needs of low income persons.

LEGISLATIVE MANDATE

The Legal Aid Act and *The Legal Aid Regulations* provide the legislative mandate for The Saskatchewan Legal Aid Commission.

Existing since 1974, The Saskatchewan Legal Aid Commission provides legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure these services from their own resources.

STAFF PROFILE

Saskatchewan Legal Aid uses a salaried staff delivery model for most of its applicants (94 per cent of its cases in 2009-2010). At March 31, 2010, Legal Aid had 163 staff positions located in 15 offices throughout the province.

Legal Aid is a unionized environment with approximately 86 per cent of the staff represented by CUPE Local 1949.

Legal Aid has many long service employees with 42 of the staff (approximately 26 per cent) employed with the organization for over 25 years.

The employment equity profile for Legal Aid breaks down as follows: 14.4 per cent of our staff have self-declared as Aboriginal; 6.9 per cent of our staff are persons with disabilities; and 1.1 per cent of our staff are visible minorities. As well, 33.3 per cent of our management team are women.

ELIGIBILITY

Applicants are financially eligible for services if:

- they are receiving income from Social Assistance; or
- their financial resources are at Social Assistance levels; or
- the costs of obtaining the services from a private lawyer would reduce their financial resources to Social Assistance levels.

To illustrate with a couple of examples, in 2009-2010, financially eligible persons included single people making less than $12,000 (net) per year and families with four children with incomes less than $23,000 (net) per year.

SERVICE

Legal services are provided to financially eligible applicants if the service requested falls within the range of services provided by The Saskatchewan Legal Aid Commission, and if the matter has professional merit. Services are provided in federal criminal matters (adult and youth) and family law.

Immediate advice, although temporary, despite financial status is available to those arrested or detained.

Summary advice and information may be provided to anyone about a wide range of matters if they involve no more than a brief interview or telephone call.

Minister of Justice
and Attorney General

SASKATCHEWAN

Legislative Building
Regina, Saskatchewan S4S 0B3

His Honour
The Honourable Gordon Barnhart
Lieutenant Governor of the
Province of Saskatchewan

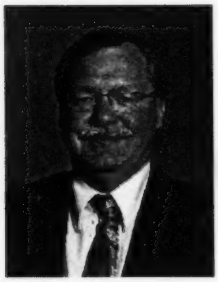
May It Please Your Honour:

I have the pleasure to transmit to Your Honour the Annual Report of The Saskatchewan Legal Aid Commission for the year ending March 31, 2010.

Respectfully submitted,

Don Morgan, Q.C.
Minister of Justice and Attorney General

LegalAid SASKATCHEWAN



THE HONOURABLE DON MORGAN, Q.C.
MINISTER OF JUSTICE AND ATTORNEY GENERAL
PROVINCE OF SASKATCHEWAN

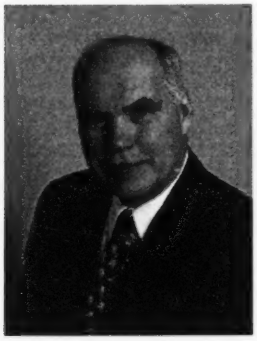
Dear Mr. Morgan:

It is my pleasure to forward to you the Annual Report of The Saskatchewan Legal Aid Commission according to *The Legal Aid Act*, depicting the affairs of the Commission in the 2009-2010 fiscal year.

Respectfully submitted,

W. Brent Gough, Q.C.
Chairperson

Message from the Chief Executive Officer



Over the last year, as is always the case, most of our time at Saskatchewan Legal Aid has been spent simply doing the job we have been given: representing those unable to afford counsel.

This year, I am especially pleased to report on the cost-effectiveness of this service. Our costs per case remain the lowest in the country. Not only is our cost per case lower than any other Legal Aid program in Canada, so is our cost spent on administration.

While these numbers are a testament to the strength of our operations, we also continually search for ways to do our job more effectively. I have chosen to share a few highlights that I am particularly proud of.

As noted in the last Annual Report, with the welcome assistance of the Law Foundation, Legal Aid has completely revamped its case management system, renamed LAIN (Legal Aid Information Network). At time of writing, the system is in final testing stages. When it is complete, we will have a level of consistency and ease of information management many times that of the old system. We will also be able to track statistics and create detailed reports on information not previously available. This system will be vital in providing key information used to measure our success.

Last year we commissioned a report on the financial eligibility guidelines as was recommended by the 2007 Access to Justice Reports. The report provided insight into the demographic which our present guidelines favour, and suggested options to adjust an apparent bias against multi-person families. Unfortunately, due to the financial stressors facing the Province, it has been impossible to move toward any expansion of eligibility, but the intention remains to revisit the issue as soon as circumstances allow.

The new Law Society Professional Development requirements have resulted in staff taking the initiative to design and produce our own programs. So far three sessions have been held and more are to come. These programs have the dual benefit of tailoring our professional development activities to Legal Aid areas of interest while enhancing the level of cooperation between offices.

The Regina Drug Treatment Court, including Regina city office lawyer Jennifer Calderbank, was chosen to receive the Law Society's Willy Hodgson Award for contributions to the administration of Justice in Saskatchewan. Legal Aid is involved in all of the therapeutic court projects in Saskatchewan and supports the concept of innovative solutions to social problems beyond the strict application of criminal law. Congratulations Jennifer!

In additional to the LAIN system, Legal Aid Saskatchewan has adopted other technological tools to help improve service. We have revamped our public website and are in the process of creating a new architecture for the staff website which will allow for greater access to shared material and communications. We have embarked on pilot projects involving Blackberries and electronic data research. We are about to refresh our system-wide hardware and continue to address the challenges of keeping pace with information technology innovations.

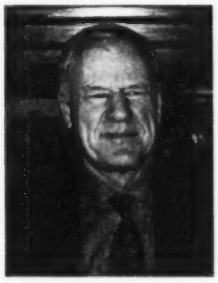
Throughout the year and at all levels of the organization, our staff have worked with the Crown, courts, Social Services, community groups, court workers and band offices to improve the delivery of and access to justice. To all of them, thank you.

Allan T. Snell, Q.C.
Chief Executive Officer

Members of the Commission

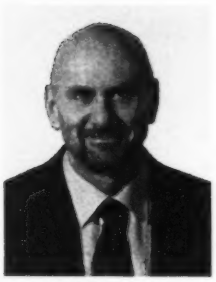
Members from April 1, 2009 to March 31, 2010

W. BRENT GOUGH, Q.C.
Chair – Saskatoon
Appointed by the Lieutenant Governor in Council



RONALD KRUZENISKI, Q.C.
Regina
Appointed by the Law Society of Saskatchewan

KEN ACTON
Regina
Appointed by the Minister of Justice and Attorney General



JAY WATSON
Saskatoon
Appointed by the Law Society of Saskatchewan

ORLO DREWITZ
Saskatoon
Appointed by the Lieutenant Governor in Council

MICHAEL DUNPHY
Saskatoon
Appointed by the Minister of Social Services

WENDY LEMAIGRE
Buffalo Narrows
Appointed by the Lieutenant Governor in Council

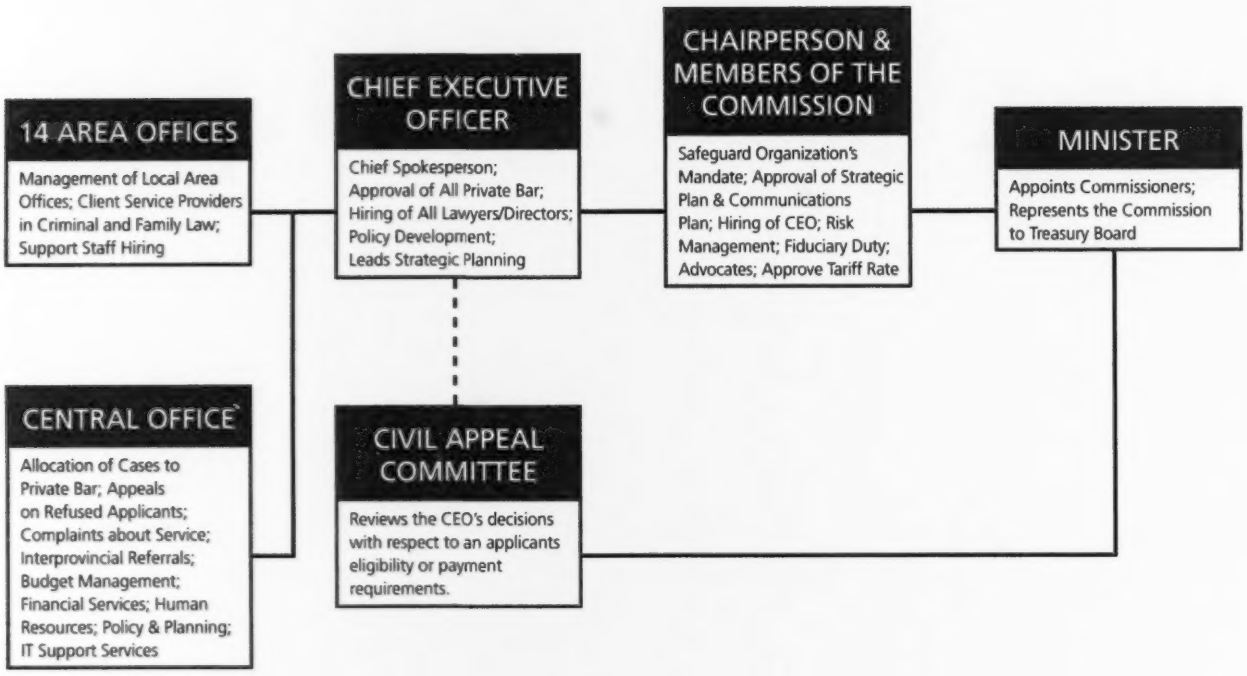
ALMA WIEBE, Q.C.
Saskatoon
Appointed by the Lieutenant Governor in Council

SHIRLEY WOLFE-KELLER
Invermay
Appointed by the Lieutenant Governor in Council

GARY EAGLE
Saskatoon
Appointed by the Lieutenant Governor in Council

The Legal Aid Act provides for the appointment of ten members – two appointed by the Law Society of Saskatchewan, six members appointed by the Lieutenant Governor in Council, one member who is an employee of the Ministry of Justice and Attorney General appointed by the Minister of Justice, and one member who is an employee of the Ministry of Social Services appointed by the Minister of Social Services.

Organizational Structure


14 AREA OFFICES
Management of Local Area Offices; Client Service Providers in Criminal and Family Law; Support Staff Hiring
CHIEF EXECUTIVE OFFICER
Chief Spokesperson; Approval of All Private Bar; Hiring of All Lawyers/Directors; Policy Development; Leads Strategic Planning
CHAIRPERSON & MEMBERS OF THE COMMISSION
Safeguard Organization's Mandate; Approval of Strategic Plan & Communications Plan; Hiring of CEO; Risk Management; Fiduciary Duty; Advocates; Approve Tariff Rate
MINISTER
Appoints Commissioners; Represents the Commission to Treasury Board
CENTRAL OFFICE
Allocation of Cases to Private Bar; Appeals on Refused Applicants; Complaints about Service; Interprovincial Referrals; Budget Management; Financial Services; Human Resources; Policy & Planning; IT Support Services
CIVIL APPEAL COMMITTEE
Reviews the CEO's decisions with respect to an applicants eligibility or payment requirements.

Management Team

ALLAN SNELL, Q.C.
Chief Executive Officer

JEROME BOYKO
Director of Finance

JULIAN DEMKIW
Director of Planning & Administration

DONA JONES
Director of Human Resources

DAVID ANDREWS, Q.C.
Director, Regina Rural Area Office

DAVID BRIGHT
Director, Yorkton Area Office

GEORGE COMBE
Director, Saskatoon City Criminal Legal Aid Area Office

PAMELA CUELENAERE, Q.C
Director, Prince Albert Area Office

KIMBERLY EARING
Director, Northern Area Office

JANICE LAWRENCE, Q.C.
Director, The Battlefords Area Office

ADRIAN MCBRIDE
Director, Swift Current Area Office

DONALD MULLORD, Q.C.
Director, Saskatoon Rural Area Office

ROSANNE NEWMAN
Director, Meadow Lake Area Office

MICHAEL RYAN, Q.C.
Director, Regina City Area Office

MERVYN SHAW, Q.C.
Director, Moose Jaw Area Office

KELLY SODER
Director, Saskatoon City Family Legal Aid Area Office

JAMES STRUTHERS, Q.C.
Director, South East Area Office

BARRY TREACY, Q.C.
Director, Melfort Area Office

Offices of Legal Aid Saskatchewan

CENTRAL OFFICE
#502 – 201 21st Street East
Saskatoon, SK S7K 2H6
Phone: 933-5300 Fax: 933-6764
Toll Free: 1-800-667-3764
E-mail: central@legalaid.sk.ca
Chief Executive Officer:
Allan T. Snell, Q.C.

SASKATOON CITY CRIMINAL LEGAL AID AREA OFFICE
#1053 – Sturdy Stone Centre
122 Third Avenue North
Saskatoon, SK S7K 2H6
Phone: 933-7820 Fax: 933-7827
Toll Free: 1-877-424-1898
Legal Director: George Combe

MEADOW LAKE AREA OFFICE
Unit #3, 101 Railway Place
Meadow Lake, SK S9X 1X6
Phone: 236-7636 Fax: 236-7634
Toll Free: 1-800-461-8188
Legal Director: Rosanne Newman

PRINCE ALBERT AREA OFFICE
Box 3003, 11th Floor
L.F. McIntosh Building
800 Central Avenue
Prince Albert, SK S6V 6G1
Phone: 953-2850 Fax: 953-2866
Toll Free: 1-877-424-1900
Legal Director:
Pamela Cuelenaere, Q.C.

NORTHERN AREA OFFICE
Box 5000
Mistasinihk Place
1328 La Ronge Avenue
La Ronge, SK S0J 1L0
Phone: 425-4455 Fax: 425-4472
Toll Free: 1-800-667-4095
Legal Director: Kimberly Earing

SOUTH EAST AREA OFFICE
Main Floor, 1302 3rd Street
Estevan, SK S4A 2V6
Phone: 637-4620 Fax: 637-4625
Toll Free: 1-877-424-1903
Legal Director: James Struthers, Q.C.

SOUTH EAST AREA OFFICE
(Sub-office address):
Box 2003, 110 Souris Avenue
Weyburn, SK S4H 2Z9
Phone: 848-2341 Fax: 848-2562
Toll Free: 1-877-424-1907

SWIFT CURRENT AREA OFFICE
3rd Floor, 350 Cheadle Street West
Swift Current, SK S9H 4G3
Phone: 778-8272 Fax: 778-8307
Toll Free: 1-877-424-1905
Legal Director: Adrian McBride

REGINA CITY AREA OFFICE
#200 – 1942 Hamilton Street
Regina, SK S4P 2C5
Phone: 787-8760 Fax: 787-8827
Toll Free: 1-877-424-1897
Legal Director: Michael Ryan, Q.C.

SASKATOON RURAL AREA OFFICE
#941 – Sturdy Stone Centre
122 Third Avenue North
Saskatoon, SK S7K 2H6
Phone: 933-7855 Fax: 933-7854
Toll Free: 1-877-424-1899
Legal Director: Donald Mullord, Q.C.

THE BATTLEFORDS AREA OFFICE
Main Floor, Provincial Building
1192 102nd Street
North Battleford, SK S9A 1E9
Phone: 446-7700 Fax: 446-7598
Toll Free: 1-877-441-4418
Legal Director: Janice Lawrence, Q.C.

MELFORT AREA OFFICE
P.O. Box 6500
3rd Floor, 105 Crawford Avenue East
Melfort, SK S0E 1A0
Phone: 752-6220 Fax: 752-6127
Toll Free: 1-877-424-1901
Legal Director: Barry Treacy, Q.C.

MOOSE JAW AREA OFFICE
#113 – 110 Ominica Street West
Moose Jaw, SK S6H 6V2
Phone: 694-3700 Fax: 694-3738
Toll Free: 1-877-424-1902
Legal Director: Mervyn Shaw, Q.C.

YORKTON AREA OFFICE
#301 – 120 Smith Street East
Yorkton, SK S3N 3V3
Phone: 786-1440 Fax: 786-1405
Toll Free: 1-877-424-1904
Legal Director: David Bright

REGINA RURAL AREA OFFICE
#200 – 2400 College Avenue
Regina, SK S4P 2C5
Phone: 787-1141 Fax: 787-2316
Toll Free: 1-877-424-1906
Legal Director: David Andrews, Q.C.

SASKATOON CITY FAMILY LEGAL AID AREA OFFICE
#155 – Sturdy Stone Centre
122 Third Avenue North
Saskatoon, SK S7K 2H6
Phone: 964-2200 Fax: 964-2222
Toll Free: 1-877-324-2200
Legal Director: Kelly Soder

Measures of Success

The Board of Commissioners, based on *The Legal Aid Act, Legal Aid Regulations*, and its own operations manual, has identified four areas that are used to define and measure success for Legal Aid.

- A Client's Ability to Access our Services
- The Quality and Perceived Quality of our Services
- Public Perception of our Services and Mandate
- A 'Healthy Organization'

These areas of success serve as guideposts in achieving the ultimate mandate of providing "legal services to those that cannot afford them from their own means."[1]

How to achieve success is the responsibility of the CEO and employees of Legal Aid Saskatchewan. It is recognized that tangible goals and actions may shift during the year as initiatives are piloted, implemented and analyzed. The ultimate concern of the Commission is the results these actions achieve, not the actions themselves. The Commission is only able to evaluate results in its areas of success through measurement.

Measuring success is no small undertaking. To do it properly takes time and concentrated effort, something that is often scarce in a high-volume service organization like Legal Aid Saskatchewan. With over 40,000 requests for service, 23,000 of which are for the full legal services of our organization, it is no wonder that 93 per cent of our budget and 95 per cent of our staff are dedicated directly to providing client service. This leaves few resources to actually reflect on our services and measure our success.

Nonetheless, it is still an endeavour that the Commission wishes to pursue. This is why last year the Board developed specific measures on which to report. No single measure is descriptive of total success but each perspective provides a piece of the puzzle. Some measures may provide a clearer perspective but all contribute towards a better understanding of what is taking place inside our complex organization.

During this first year of implementation, Legal Aid staff have worked hard to develop baseline measures on which to compare for future years. Some data was more readily available than others, so some data has already been gathered to provide a baseline for future reporting, and other areas require more work. We are looking forward to the implementation of the new Legal Aid Information Network (LAIN). LAIN is the new client database that will provide a much more accurate picture of client services at Legal Aid. The combination of quantitative data from LAIN with qualitative measures from other sources will prove to be a powerful resource to assist the Commission in measuring success.

What you will see in this report are details on measures collected to date and some highlights of actions taken this year. It is expected that this process will evolve and grow with more measures being added, altered, or abandoned as a more complete picture of success at Legal Aid Saskatchewan is developed.

[1] *The Legal Aid Act*, Saskatchewan, December 2004

Access to Services

We know Legal Aid is successful when those that need us the most can access our services consistently, regardless of their circumstances.

Measures of Success

- Waiting time for clients to connect with a lawyer
- Number of Saskatchewan residents financially eligible to receive services
- Number and relative proximity of physical access points for clients
- Number of rejected applications
- Appropriate proportion of family law and criminal law cases
- Client satisfaction with access to services

Summary of Measures

The information included below represents baseline measures and first year comparisons on which to compare for future years. Depending on data availability, some measures were readily available while others will require more work.

Waiting Times

While the following waiting times are based on anecdotal evidence, they still give a sense of how long it takes for a client to be connected with a lawyer. We are working to gather more empirical data, and expect to share it in next year's annual report.

- For criminal matter appointments the provincial waiting time for adults ranges from one to six weeks.
- For criminal matter appointments the provincial waiting time for youth ranges from one to six weeks.
- For family matter appointments the provincial waiting time ranges from one to eight weeks.

	2008-2009	2009-2010
Notice of Denials/Withdrawals	2752	**3187**
Appeals on Denials	743	**925**
Proportion of Family Law to Criminal Law	19/81%	**17/83%**

Access to Services continued...

Progress Highlight

One of our major initiatives this past year was hiring economics professor Dr. David Ryan to review our financial eligibility levels, which have not changed since 1997. The purpose of the review was to provide Legal Aid with policy framework to make decisions about where its financial eligibility levels should be.

It is important to note that 57 per cent of Legal Aid Saskatchewan clients are approved because they are on social and/or band assistance.

A finding of particular interest is that Legal Aid Financial Eligibility Guidelines allow for a disproportionate amount of single applicants to be financially eligible for our services. This means that an applicant who is single is five times more likely to be eligible for legal aid than an applicant that is considered part of a couple, and 10 times more likely than an individual with three children.

The report also determined that Legal Aid Saskatchewan serves about 50 per cent of all eligible people in Saskatchewan. This means that of those eligible, not only do 50 per cent apply, but their cases are accepted within range of service. In Alberta, only 17 per cent of eligible individuals receive service from Legal Aid Alberta.

The study also raised the point that Legal Aid Saskatchewan is the only legal aid plan that determines eligibility based on the size of the family instead of the size of the household. The major benefit of changing this criteria is that it would allow Legal Aid to compare to other legal aid plans more easily.

Next steps for the report will be to discuss its recommendations and develop a policy position on Legal Aid's financial eligibility levels. This research will allow us to make better service decisions and would be used to more accurately request resources for any expansion of Legal Aid's financial eligibility. We anticipate discussions to occur with the Province in the coming year.

Quality of Services

We know Legal Aid is successful when we consistently provide high quality service to each of our clients that is in line with our organizational values.

Measures of Success

- Appropriate number of cases per office
- Appropriate level of professional development for staff
- Number of complaints/accolades received
- Average years of service of staff
- Client satisfaction with quality of service
- Peer satisfaction with perceived quality of service

Summary of Measures

The information included below represents baseline measures and first year comparisons on which to compare for future years. Depending on data availability, some measures were readily available while others will require more work.

	2008-2009	2009-2010
Formal Complaints/Accolades received by Central Office	67	**54**
Training Programs	$614/FTE or $98,202	**$549/FTE or $90,570**
Average Years of Employee Service	14.14	**13.72**

Progress Highlight

This year Legal Aid lawyers stepped up to the plate in a very big way. As a result of new Law Society regulations, staff lawyers leveraged their skills and expertise to provide internal training opportunities for each other.

These training sessions are sanctioned by the Law Society and meet the new Law Society Professional Development requirements.

As a one of the largest law firms in Saskatchewan, with over 85 lawyers, it makes sense for Legal Aid staff to use its own talent and expertise for training. Legal Aid also has a great depth of experience from over 25 lawyers who have worked for the organization for over 25 years.

Three very successful in-house training seminars have already been completed, some in 2009-2010 and some in 2010-2011, and several more are planned for the coming year.

Public Perception

We know that Legal Aid is successful when we are recognized as valuable, contributing members of our communities.

Measures of Success

- Community involvement of staff
- Public news stories
- Public awards and accolades
- Contacts made with targeted community organizations
- Public knowledge/perception of Legal Aid Saskatchewan

Suggested Measures

Measures for this area are still being developed. Potential measures may include: positive news stories in publications; awards received by staff and the organization; community involvement of staff; relationships developed with targeted community organizations; and a public opinion survey.

For example, we know that our lawyers and staff are active in the community and in providing service to the law profession beyond the scope of their roles at Legal Aid, but we aren't able to quantify their activity. Information on community involvement is being gathered to share in future annual reports.

Progress Highlight

The completion of Legal Aid Saskatchewan's branding initiative signaled a renewed commitment to public perception and greater connections with the communities that Legal Aid serves. In keeping with that focus, Legal Aid redeveloped and re-launched its website in November 2009.

The major focus of redeveloping the website was based on a re-examination of the audience the site is intended to serve. The previous site had been developed with serving clients in mind, but experience has shown that by the time clients know that they require Legal Aid's services, they are already connected with a lawyer and that lawyer becomes their primary point of contact.

Instead of gearing information toward existing clients, the new site focuses on providing information for potential clients and for families of clients, as well as for private bar lawyers.

Potential clients are able to walk through the entire process online. Everything from information on eligibility, assessing the nature of the problem and detailing where to apply for services is at their fingertips. If a potential client realizes that they don't qualify for Legal Aid services, the site also directs them to similar legal associations that could help them.

Healthy Organization

We know that Legal Aid is successful when we are a healthy organization characterized by strong fiscal and resource management, employee wellness and leadership with vision for the future.

Measures of Success

- Budget to actual expenditure variance
- Budgetary value compared to other provincial legal aid plans
- Appropriate staff retention rates
- Employee absences/engagement

Summary of Measures

The information included below represents baseline measures and first year comparisons on which to compare for future years. Depending on data availability, some measures were readily available while others will require more work.

Employee Wellness

	2008-2009	2009-2010
Employee Sick Time	10.03 Days/Employee	**10.46 Days/Employee**
Staff Retention Rates: Turnovers	3 resignations of 84 Lawyers/LD; 4 resignations of 79 Admin staff	**3 resignations of 90 Lawyers/LD; 2 resignations of 77 Admin staff**
Retirements	0 retirements of 84 Lawyers/LD; 2 retirements of 79 Admin Staff	**1 retirements of 90 Lawyers/LD; 3 retirements of 77 Admin Staff**

Strong Fiscal Management

	2008-2009	2009-2010
Costs/Application	$931.00	**$967.00**
% of Budget Spent on Central Administration	6%	**8%**
Total Funding	$20,315,000	**$21,209,000**
# of Cases assigned to Private Bar	1981	**1268**

Progress Highlight

One of the hallmarks of a healthy organization is employee retention.

We are proud of our retention rate and were pleased to award one 25 year service award and five 35 year service awards at the fall in-house seminar.

In past year, we have only had five resignations from our 167 staff members. This is an above average retention rate of over 95 per cent.

Statistical Summaries

	2009-10	2008-09	2007-08	2006-07	2005-06
CLIENT SERVICES					
Applications Received [1]	**23,907**	23,179	21,765	22,585	23,801
Applications Refused Service	**1,587**	1,254	1,923	1,930	1,772
FULL SERVICE APPLICATIONS (OPENED CASES):					
Federal Criminal (Adult)	**12,961**	12,541	11,210	12,045	12,404
Federal Criminal (Youth)	**4,080**	3,413	3,464	3,192	3,183
Family	**3,576**	3,732	3,628	3,963	4,827
Civil	**1**	0	1	0	0
Provincial Offences	**9**	9	6	8	3
Total Full Service Applications	**20,627**	19,695	18,308	19,208	20,417
Cases assigned to the Private Bar: Federal Criminal (Adult & Youth)	**1,124**	1,764	1,320	1,085	939
Cases assigned to the Private Bar: Family	**144**	217	268	262	197
Total Cases Assigned to the Private Bar	**1,268**	**1,981**	**1,588**	**1,347**	**1,136**
CLOSED CASES					
Federal Criminal (Adult)	**12,511**	10,754	11,119	11,440	11,700
Federal Criminal (Youth)	**3,903**	2,944	3,346	2,910	2,857
Family	**2,923**	2,935	3,463	3,980	4,775
Civil	**2**	0	1	0	1
Provincial Offences	**10**	7	8	6	3
Cases Closed by Staff	**19,349**	16,640	17,937	18,336	19,336
Cases Closed by the Private Bar	**1,434**	1,740	1,306	1,230	1,076
Total Closed Cases	**20,783[2]**	**18,380**	**19,243**	**19,566**	**20,412**
OTHER SERVICES					
Duty Counsel (Advice)	**12,802**	12,352	12,040	11,509	13,469
Duty Counsel (Service)	**3,620**	3,512	3,275	3,134	3,091
Summary Service or Advice	**3,904**	5,078	5,649	5,236	5,231
Incoming Reciprocal Applications	**70**	70	68	63	60
Outgoing Reciprocal Applications	**91**	96	81	96	84
Appeals against Refused Applications	**925**	743	798	773	739
Appeals to the Civil Appeals Committee	**4**	7	3	7	9

[1] Numbers have been adjusted from previous years to accommodate a more accurate statistical process.

[2] Numbers reflect closing cases prior to new information system being implemented in 2010/2011.

Please refer to Glossary of Terms

Caseload by Area Office 2009-2010

Area Office	Federal Criminal Adult	Federal Criminal Youth	Family	Civil	Provincial Offence	Total Full Service Applications	Duty Counsel Pilot Project Service	Total Cases Closed	Summary Advice or Service	Duty Counsel Advice Service
Central	0	0	0	0	0	0	0	0	0	12,614[1]
Battlefords	1,248	279	177	0	0	1,704	0	1,457	1	0
Meadow Lake	1,328	295	248	0	2	1,873	0	1,390	660	0
Melfort	509	217	84	0	0	810	0	671	48	22
Moose Jaw	365	97	142	0	0	604	0	620	175	4
Northern	1,013	312	166	0	0	1,491	0	1,587	176	44
Prince Albert	2,055	598	372	0	0	3,025	0	3,039	1,029	3
Regina City	1,979	694	678	0	0	3,351	1,465	3,051	742	7
Regina Rural	654	175	387	0	0	1,216	0	1,486	195	35
Saskatoon City Criminal	2,292	821	0	0	0	3,113	2,155	2,771	5	1
Saskatoon City Family	0	0	722	1	0	723	0	561	6	0
Saskatoon Rural	453	157	137	0	0	747	0	750	68	0
South East	253	136	134	0	4	527	0	503	615	8
Swift Current	156	64	118	0	0	338	0	276	141	40
Yorkton	656	235	211	0	3	1,105	0	1,187	43	24
Total Full Service Applications	12,961	4,080	3,576	1	9	20,627				
Duty Counsel Pilot Project Service	3,620						3,620			
Total Closed Cases	12,511	3,903	2,923	2	10			19,349		
Summary Advice	2,193	78	1,476	101	56				3,904	
Duty Counsel Advice Service	10,522	1,852	8	1	419					12,802

[1] This service is provided by private lawyers on contract.

Please refer to Glossary of Terms

- Most of the cases for which The Saskatchewan Legal Aid Commission grants full service applications are for federal criminal – adult matters (62.8%). This is followed by federal criminal – youth matters (19.8%), and family matters (17.3%).
- The number of full service applications increased by 4.7% compared to the previous year.
- Compared to the previous year, the family law area decreased by 156 cases or 4.2%, and service for criminal law (both adult and youth) matters increased by 1,087 cases or 6.8%. Duty counsel service matters (in Saskatoon and Regina) increased by 108 cases or 3.1%.
- About 36% of the clients are female, 64% are male. In criminal matters, 74% were male and 26% female. In family matters, 24% were male and 76% were female.
- About 57% of applicants are receiving social assistance.
- Approximately 74% of full service applicants have identified themselves as of Aboriginal descent, being 60% Status Indian, 3% Non-status Indian, 11% Metis, and 0.07% as Inuit.

Financial Overview

SOURCES OF FUNDING

In 2009-2010, The Saskatchewan Legal Aid Commission received funding from three sources:

- Funds appropriated by the Provincial Government through the Ministry of Justice and Attorney General.
- Client contributions, costs awarded by the Court on behalf of clients, interest earned on monies invested, and miscellaneous receipts.
- Grants from the Law Foundation of Saskatchewan and the Legal Aid Endowment Fund Trust for Special Projects.

The Government of Canada reimbursed the Province for some of the legal aid expenditures on federal criminal matters (adult and youth). The contribution agreement was renewed to March 31, 2011.

DISTRIBUTION OF FUNDING

In 2009-2010, The Saskatchewan Legal Aid Commission's budget was divided into the two general areas of direct legal service and administration. The table below shows the distribution.

SIGNIFICANT PRESSURES ON THE COMMISSION'S BUDGET

Increase in Case Complexity

As discussed in last year's Annual Report, case complexity continues to be a challenge across Canada. Factors contributing to increased complexity include cases with multiple charges, number of court appearances per case, and elapsed time from first to last court appearance.

This increased complexity results in cases taking more time for the courts, and Legal Aid, to deal with. As cases take more time, the total number of cases a lawyer can take on decreases. This requires more staff and also may result in more cases being contracted out to private bar lawyers.

While case complexity is beyond the control of Legal Aid, it must be accommodated to meet a mandate of timely access to justice.

Another factor impacting complexity is disclosure. Because of the number of ways that disclosure is made available in preparing for the case, it is difficult

(in $=000s)	2008-09 Actuals	2009-10 Planned [1]	2009-10 Actuals	2010-11 Planned
OPERATING FUND REVENUE:				
Appropriation	$20,315	$20,959	**$21,209**	$21,221
Other	$ 276	$ 512	**$ 280**	$ 228
Total	$20,591	$21,471	**$21,489**	$21,449
OPERATING FUND EXPENSES:				
Direct Legal Service [2]	$18,221	$19,022	**$18,882**	$19,189
Administration [3]	$ 2,191	$ 2,726	**$ 2,392**	$ 2,590
Sub-total	$20,412	$21,748	**$21,274**	$21,779
Purchase of Capital Assets [4]	$ 83	$ 175	**$ 113**	$ 75
Total	$20,495	$21,923	**$21,387**	$21,854
Operating Fund Excess (Deficiency) of Revenue over Expenditure	$ 96	($ 452)	**$ 102**	($ 405)

[1] Actual results for 2009/10 may vary from planned expenditures for many reasons, some of which are mentioned previously under Significant Pressures on the Budget.

[2] Direct Legal Service expenditures include salaries & benefits, travel, provision of legal services, and other legal expenses.

[3] Administrative expenditures include accommodation, telephone, postage, stationery & office supplies, periodicals, photocopying, and other operating expenses.

[4] Purchase of Capital Assets are included in the Operating Fund activities of the Commission. However, for financial reporting the purchases are recorded as an increase to Capital Asset costs on the Statement of Financial Position.

This chart does not include any adjustments made in the Net Assets Invested in Capital Assets Fund.

for lawyers to listen to, find and view disclosure. This impacts the budget as items like new software may be required to view certain pieces of evidence. It also impacts the preparation time required in the case.

Private Bar Appointments

Private bar appointments remain a volatile area for the organization due to the difficulty of predicting the need for external lawyers due to illness, staffing changes, and conflict situations. While every effort is made to keep these costs low, pressure on the budget is difficult to anticipate.

Despite this volatility, in 2009-2010 costs associated with private bar appointments were less than budgeted. This can largely be attributed to the fact that at the start of the fiscal period, Legal Aid was fully staffed, resulting in increased internal capacity.

One strategy that is also being used to help limit private bar appointments is increased scrutiny to determine whether a true conflict exists. Where possible, cases are referred to another Legal Aid office within Saskatchewan, instead of being referred to the private bar.

Changes in Legislation or Supreme Court Decisions

A change in legislation or policy in any area of law, including changes to the Criminal Code and Supreme Court decisions, often has significant impact on the demand for and cost of service. Legal Aid must be aware of pending changes and be prepared to respond to them. For instance, when the new legislation on mandatory sentencing from drug cases comes into effect, it will inevitably increase the workload of Legal Aid.

Maintaining Office Space

Securing funding to expand and update our workspaces is an emerging need for our organization. Legal Aid worked with Government Services to complete renovations to the Prince Albert offices in 2009. Other offices that require significant work are the Regina and LaRonge offices. Ensuring reasonable workspaces aligns with the Healthy Organization measure of success.

Financial & Other Resources

	2009-10	2008-09	2007-08	2006-07	2005-06
Operating Fund Revenue	**$21,489,727**	$29,590,059	$18,876,938	$17,570,684	$16,341,973
Operating Fund Expenses [1]	**$21,387,081**	$20,494,602	$19,146,788	$16,934,959	$16,631,053
Operating Fund (Deficiency) of Revenue over Expenditures	**$ 102,646**	$ 96,357	($ 269,850)	$ 635,725	($ 289,080)
Net Assets Invested in Capital Assets Fund	**$ 594,422**	$ 276,539	$ 284,337	$ 223,166	$ 206,460
Unrestricted Assets, end of year	**$ 404,792**	$ 302,146	$ 205,789	$ 475,639	($ 160,086)
Contribution of the Federal Government – Adult Criminal and Young Offenders [2]	**$ 4,202,560**	$ 4,202,560	$ 4,202,560	$ 2,825,457 plus Investment Fund $1,391,259 Total: $4,216,716	$ 2,815,712 plus Investment Fund $1,391,259 Total: $4,206,971
Per Capita Expenditures on Legal Aid	$ **20.88**	$ 20.04[r]	$ 19.02	$ 17.15	$ 16.71
Number of members of the Private Bar actively involved in providing services under *The Legal Aid Act*	**126**	132	164	132	137

[1] The Operating Fund Expenses represent the operating fund activities which include expenses for Direct Legal Service, Administration and purchase of capital assets.

[2] According to Saskatchewan Justice records.

[r] Revised figure based on Revised Saskatchewan Population, Components of Growth data.

Audited Statements

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the integrity of the financial information reported by The Saskatchewan Legal Aid Commission. Fulfilling this responsibility requires the preparation and presentation of financial statements and other financial information according to generally accepted accounting principles. These recommendations are consistently applied, with any exceptions specifically described in the financial statements.

The accounting systems used by the Commission include an appropriate system of internal controls to provide reasonable assurance that:

- transactions are authorized;
- the Commission's assets are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other information;
- the accounts are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other financial information.

To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings.

The members of the Commission have also reviewed the financial statements with representatives of management. The Provincial Auditor of Saskatchewan has audited The Saskatchewan Legal Aid Commission's statement of financial position as at March 31, 2010, and the statement of operations and changes in the fund balances, and cash flows for the year then ended. Their responsibility is to express an opinion on the fairness of management's financial statements. The Auditor's Report outlines the scope of their audit and their opinion.

Allan T. Snell, Q.C.
Chief Executive Officer

Jerome Boyko, B.Comm., CA,
Director of Finance

Saskatoon, Saskatchewan
June 25, 2010

AUDITOR'S REPORT

To the Members of the Legislative Assembly of Saskatchewan

I have audited the statement of financial position of The Saskatchewan Legal Aid Commission as at March 31, 2010 and the statements of operations and changes in fund balances, and cash flows for the year then ended. The Commission's management is responsible for preparing these financial statements for Treasury Board's approval. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Brian Atkinson, FCA
Acting Provincial Auditor

Regina, Saskatchewan
June 25, 2010

Statement 1

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF FINANCIAL POSITION
As at March 31

	2010	2009
ASSETS		
Current		
Cash	$ 2,030,183	$ 1,615,302
Accounts receivable	11,278	219,222
Prepaid expense	149,219	165,850
Total current assets	2,190,680	2,000,374
Capital assets (Note 5)	594,422	276,539
	$ 2,785,102	$ 2,276,913
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 6)	$ 1,704,852	$ 1,626,739
Deferred contributions (Note 7)	81,036	71,489
Total current liabilities	1,785,888	1,698,228
FUND BALANCES		
Net assets invested in capital assets fund	594,422	276,539
Operating fund - unrestricted	404,792	302,146
	999,214	578,685
	$ 2,785,102	$ 2,276,913

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES
Year Ended March 31

	2010				2009
	Operating Fund Budget (Note 11)	Operating Fund Actual	Net Assets Invested in Capital Assets Fund Actual	Total	Total
Revenue:					
Ministry of Justice	$ 20,959,000	$ 21,209,000	$ ---	$ 21,209,000	$20,315,000
Grants (Note 7)	438,000	212,564	288,672	501,236	149,485
Other	74,057	68,163	---	68,163	126,474
	21,471,057	21,489,727	288,672	21,778,399	20,590,959
Expenses:					
Salaries and employee benefits	15,521,313	15,510,316	---	15,510,316	14,427,284
Central Office administrative (Schedule 1)	935,255	569,847	10,299	580,146	594,473
Area Office administrative and operating expenses (Schedule 1)	1,790,555	1,822,636	71,962	1,894,598	1,670,535
Provision of legal services	2,569,500	2,452,397	---	2,452,397	2,936,150
Other legal expenses	220,740	209,206	---	209,206	212,933
Travel	710,840	709,629	---	709,629	644,430
Loss on disposal of fixed assets	---	---	1,578	1,578	16,595
	21,748,203	21,274,031	83,839	21,357,870	20,502,400
Excess (deficiency) of revenue over expenses	(277,146)	215,696	204,833	420,529	88,559
Fund Balances, beginning of year	302,146	302,146	276,539	578,685	490,126
Transfer between funds (Note 12)	(175,000)	(113,050)	113,050	---	---
Fund Balances, end of year	$ (150,000)	$ 404,792	$ 594,422	$ 999,214	$ 578,685

(See accompanying notes)

Statement 3

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CASH FLOWS
Year Ended March 31

	2010	2009
Cash provided by (used in)		
OPERATING ACTIVITIES		
Appropriation funds received	$ 21,359,000	$20,165,000
Cash received from grants	255,861	188,311
Cash received from other income	86,355	93,991
Cash payments for salaries and benefits	(15,514,351)	(14,400,997)
Cash payments for other suppliers	(3,173,829)	(2,890,255)
Cash payments for legal services	(2,485,105)	(3,077,342)
Net cash provided by operating activities	527,931	78,708
INVESTING ACTIVITIES		
Purchase of capital assets	(401,722)	(82,677)
FINANCING ACTIVITIES		
Cash received from grants for capital assets	288,672	---
Net increase (decrease) in cash	414,881	(3,969)
Cash, beginning of year	1,615,302	1,619,271
Cash, end of year	$ 2,030,183	$ 1,615,302

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2010

The Legal Aid Act came into force on September 1, 1983 by Order in Council 1275/83 and continued The Saskatchewan Community Legal Services Commission as a body corporate under the name of The Saskatchewan Legal Aid Commission, (Commission). The purpose of the Commission is to provide legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure those services from their own resources.

1. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles for not for profit organizations and include the following significant accounting policies:

a) Fund Accounting

The Commission follows the restricted fund method of accounting for contributions. For financial reporting purposes, the following major funding groups are:

Operating Fund (unrestricted assets)

The Operating Fund reflects the primary operations of the Commission including revenue from the Ministry of Justice for the provision of legal services.

Net Assets Invested in Capital Assets Fund (restricted assets)

Net Assets Invested in Capital Assets Fund reflects the equity of the Commission in capital assets. This fund includes any grants externally restricted for the acquisitions of capital assets. The Commission also imposes a restriction that any capital purchase made with operating funds is recorded as an interfund transfer. Expenses consist primarily of amortization of capital assets.

b) Capital Assets

Capital assets are recorded at cost. Normal repairs and maintenance are expensed as incurred. The capital assets are reduced annually by an amount representing the consumed cost of the asset calculated as follows:

Office Equipment and Furniture	14 2/7% per annum
Legal Aid Information Network (LAIN) Development Costs	33 1/3%per annum
Library	33 1/3% per annum

c) Revenues

The following are included in revenue:

i) Unrestricted contributions are recognized as revenue of the Operating Fund in the year received or receivable.

Other revenue is comprised of client contributions, cost recoveries, interest, and miscellaneous receipts.

ii) Restricted contributions related to capital assets are recognized as revenue of the Net Assets Invested in Capital Assets Fund in the year received or receivable.

d) Financial Instruments

The Commission classifies its financial instruments into one of the following categories: 1) held-for-trading, 2) loans and receivables, and 3) other financial liabilities.

All financial instruments are measured at fair value upon initial recognition. Cash is classified as held-for-trading and is measured at the fair value with changes in fair value recognized in net income. Accounts receivable are classified as loans and receivables and are measured at amortized cost. Accounts payable and accrued liabilities are classified as other financial liabilities and are measured at amortized cost.

The Commission does not have any embedded derivatives in host contracts.

2. Financial Risk Management

The management of the Commission mitigates the risks associated with financial instruments with regular reporting to the members of the Commission.

Credit Risk:
Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Commission's exposure to credit risk is from the potential of non-payment of grants or accounts receivable. The credit risk on the receivables is not material as most grants are paid from the provincial appropriations and the other receivables are comprised of small amounts from contributions from clients.

Liquidity Risk:
Liquidity risk is the risk that the Commission is unable to meet its financial commitments as they become due. The Commission manages the liquidity risk from the monthly appropriations it receives from the Saskatchewan Ministry of Justice.

Market Risk:
Market risk represents the potential for loss from changes in the value of financial instruments due to changes in the market conditions. The Commission does not have any exposure to market risk.

3. Capital Management

The Commission's objective when managing its fund balances is to ensure adequate funding exists to support the operations and growth strategies of the Commission.

The Commission obtains its funding from provincial appropriations through the Ministry of Justice. The Commission capital structure consists of two major funding groups that are outlined in note 1 a). The Commission does not have any debt.

The Commission monitors and assesses its financial performance by a monthly variance analysis of actual and yearly projections to approved budget. The budget and variance analysis is approved by the members of the Commission. The management of the Commission also provide an appropriation forecast to the Ministry of Justice.

4. Pension Plan

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension expense for 2010 amounted to $707,006 (2009 - $665,707).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan.

5. Capital Assets

Capital assets are comprised of the following amounts:

	2010			2009		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Office equipment and furniture	$ 924,461	$ 623,154	$301,307	$ 840,553	$ 568,457	$ 272,096
LAIN Development Costs	288,672	---	288,672	---	---	---
Library	548,367	543,924	4,443	548,367	543,924	4,443
	$1,761,500	$ 1,167,078	$594,422	$1,388,920	$ 1,112,381	$ 276,539

The Legal Aid Information Network (LAIN) Development Costs represent the development costs and software for a database management system. The asset will be amortized once it is put into use.

Library assets have been fully amortized. Therefore, the net book value represents each book valued at $1. No amortization has been recognized in the period.

6. Accounts Payable and Accrued Liabilities

	2010	2009
Supplies and services	$ 223,559	$ 209,317
Accrued private solicitors' fees	1,040,641	1,073,348
Employee salaries and benefits	440,652	344,074
	$ 1,704,852	$ 1,626,739

7. Deferred Contributions and Grants

Deferred operating contributions represent grants and externally restricted contributions for which the related expenditures have not been incurred.

	2010	2009
Balance, beginning of year	$ 71,489	$ 63,663
Add: Grant contributions received or receivable in the year		
Law Foundation of Saskatchewan	176,526	120,110
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	45,585	37,201
Less: Amounts recognized as revenue in the year	(212,564)	(149,485)
Balance, end of year	$ 81,036	$ 71,489

Also, during the year, the Law Foundation of Saskatchewan provided funds in the amount of $288,672 which were recorded as revenue in the Net Assets Invested in Capital Assets Fund.

8. Measurement Uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions on accrued private solicitors' fees that affect the reported amount of accounts payable and accrued liabilities at the date of the financial statements and the reported amount of expenses during the reported period. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

9. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to the Commission by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties").

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at rates which are determined primarily on the basis of recovery of the costs incurred by the related party. These

transactions and amounts outstanding at year end are as follows:

	2010	2009
Expenses	$ 1,546,734	$ 1,376,954
Accounts payable	1,550	15,328
Accounts receivable	---	150,000

Other operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2010	2009
Expenses	$ 423,905	$ 367,342
Other revenue	5,413	8,219
Accounts payable	25,831	68,148

In addition, the Commission pays Provincial Sales Tax on all its taxable purchases. The Commission also received transcripts without charge from the Ministry of Justice, Transcript Services.

During the year, the Commission made payments of $127,242 (2009 - $114,742) to the Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund (Fund) that is set up under the collective bargaining agreement between C.U.P.E. 1949 and the Commission. As outlined in the agreement, the Fund is jointly administered by the Commission and the Union through the Labour Management Relations Committee. The Commission provides the Fund with day-to-day administration. The intent of the Fund is to cover increased premium costs of the extended health care benefits for members of C.U.P.E. Local 1949. The increased premium costs are initially paid by the Commission and for the year the Fund reimbursed the Commission $112,004 (2009 - $111,833) for the increased premium costs. The balance of this account is $133,775 (2009 - $101,893) and these amounts are not included on the Commission's statement of financial position.

Other transactions with related parties and amounts due to or from them are described separately in these financial statements and the notes thereto.

10. The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust

A Trust Deed exists between the Law Foundation of Saskatchewan and the Trustees of The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust (Trust). The Trust has been established with an endowment to assist in the Commission's mandate by:

a) improving access to justice for persons whose own financial resources are inadequate;
b) enhancing the ability of all Commission employees to provide legal aid service to clients, including education, research and the acquisition of research, teaching and library materials by the Commission;
c) providing funds for research in legal and social areas related to legal aid and access to justice; or

d) assisting otherwise in the Commission's mandate in ways not traditionally covered by government funding, and with particular emphasis on novel or innovative programs or delivery methods.

An endowment amount of $2,100,000 (2009 - $1,100,000) has been provided to the Trust and only the net income from the Trust is available for the beneficiaries. The transactions and amounts related to activities of the Trust at year end are as follows:

	2010	2009
Grants	$ 56,502	$ 37,201
Accounts receivable	---	33,750
Deferred contributions	35,783	46,700

The Trust has five trustees, three of which are members of the Commission. They include:

- The Chair of The Saskatchewan Legal Aid Commission
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Law Society of Saskatchewan
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Minister of Justice (Saskatchewan)

The Commission has authorized the utilization of its staff as may be reasonably required from time to time to provide administrative support to the Trust at no fee.

11. Budget

These amounts represent the operating budget approved by members of The Saskatchewan Legal Aid Commission.

12. Interfund Transfers

The Commission internally restricted and transferred from the Operating Fund to the Net Assets Invested in Capital Assets Fund $113,050 (2009 - $82,677) for the purchase of capital assets.

Schedule 1

THE SASKATCHEWAN LEGAL AID COMMISSION
SCHEDULE OF ADMINISTRATIVE AND OPERATING EXPENSES
Year Ended March 31

	2010		2009
	Budget	Operating Fund Actual	Operating Fund Actual
Central Office Administrative			
Leased accommodation	$ 142,252	$ 114,888	$ 103,464
Computer leases, maintenance, and support	37,773	53,811	80,248
Telephone	19,460	14,851	14,708
Postage	20,800	17,251	22,411
Stationery and office supplies	11,500	13,002	10,494
Periodicals	6,300	6,353	5,515
Photocopying	3,800	2,734	2,919
Expenses related to Endowment Grant revenue	38,000	56,502	54,165
Expenses related to Law Foundation Grant revenue	400,000	156,062	95,320
Other operating expenses	255,370	134,393	194,294
Total Central Office Administrative	$ 935,255	$ 569,847	$ 583,538
Area Office Administrative and Operating Expenses			
Leased accommodation	$ 1,128,568	$ 1,135,739	$ 968,286
Computer leases, maintenance, and support	193,227	159,049	154,946
Telephone	115,540	120,907	126,188
Postage	37,200	38,646	33,259
Stationery and office supplies	100,500	119,765	91,319
Periodicals	37,700	34,326	34,133
Photocopying	38,200	37,253	33,990
Other operating expenses	139,620	176,951	165,469
Total Area Office Administrative and Operating Expenses	$ 1,790,555	$ 1,822,636	$ 1,607,590

Glossary of Terms

APPLICATION
Refers to a formal written request for legal assistance. Related legal matters enumerated at the time of application are included on one application, despite the requirement for a court appearance. Separate applications are counted for criminal, family, civil or provincial offence matters.

APPEAL
Refers to an appeal of a lower court or administrative tribunal decision, not an appeal of a refused application.

APPEAL AGAINST REFUSAL
Refers to an appeal of a refused application for legal services.

CIVIL MATTERS
Refers to all other civil proceedings that are not of a family nature.

CONFLICT
Refers to acting against the interest of a current client or of a past client where there is a danger or perceived danger that information obtained as a result of the previous representation might be relevant and used in the present matter.

CONTRIBUTION
Refers to that portion of the costs of legal services that an applicant, client, former client or other person may be required to pay.

COVERAGE OR RANGE OF SERVICE RESTRICTIONS
Refers to applications refused because the legal matter is not covered by Legal Aid Saskatchewan.

DUTY COUNSEL SERVICE
Refers to legal services provided by a lawyer at a location other than a legal aid office, where the person assisted had not applied in writing requesting legal aid services.

DUTY COUNSEL (ADVICE)
Immediate, although temporary, advice by telephone to arrested or detained persons, irrespective of financial status (per the Brydges decision of the Supreme Court of Canada).

FAMILY MATTERS
Refers to proceedings related to divorce, separation, maintenance, custody/access, and other matters of a family law nature.

FEDERAL CRIMINAL MATTERS (ADULT)
Refers to applications for matters under the *Criminal Code of Canada*, *Narcotic Control Act*, *Food and Drug Act*, or other Federal Statutes if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.

FEDERAL CRIMINAL MATTERS (YOUTH)
Refers to applications for matters under the *Youth Criminal Justice Act*.

FINANCIAL INELIGIBILITY
Refers to reasons for refusing an application based on some financial information revealed by the applicant about income, assets and liabilities.

FULL SERVICE APPLICATION
Refers to an application that is granted legal services.

FULL TIME EQUIVALENT (FTE)
Refers to a statistical number that takes into account the number of total hours worked by all employees divided by the maximum number of compensable hours in a work year.

INTERPROVINCIAL RECIPROCITY AGREEMENT
Refers to the informal agreement among Legal Aid Plans in Canada to handle nonresident civil matters. Applicants must request legal services in the province/territory of home, rather than in the province/territory where the legal recourse is sought.

MERIT, LACK OF
Refers to applications refused because the nature of the case or the seriousness of the matter does not warrant legal assistance.

MERIT, PROFESSIONAL
Some or all of the following are considered:

- Is this case one that a reasonable person of modest means would commence or defend?
- Are the legal costs of commencing or defending an action reasonable compared with the relief asked for?
- What is the seriousness of the legal or economic outcomes?
- What are the potential benefits to the client?
- Is there a possible defence to a charge?
- Has the client been cooperative, such as keeping appointments, keeping in touch with the office after a move, etc.?
- Has the client accepted reasonable professional advice from the assigned lawyer?

NON-COMPLIANCE/ABUSE
Refers to refusals based on an applicant's prior or current experience with Legal Aid Saskatchewan. Included are applications where the services applied for are abusive of the legal process, or the failure to cooperate with the lawyer.

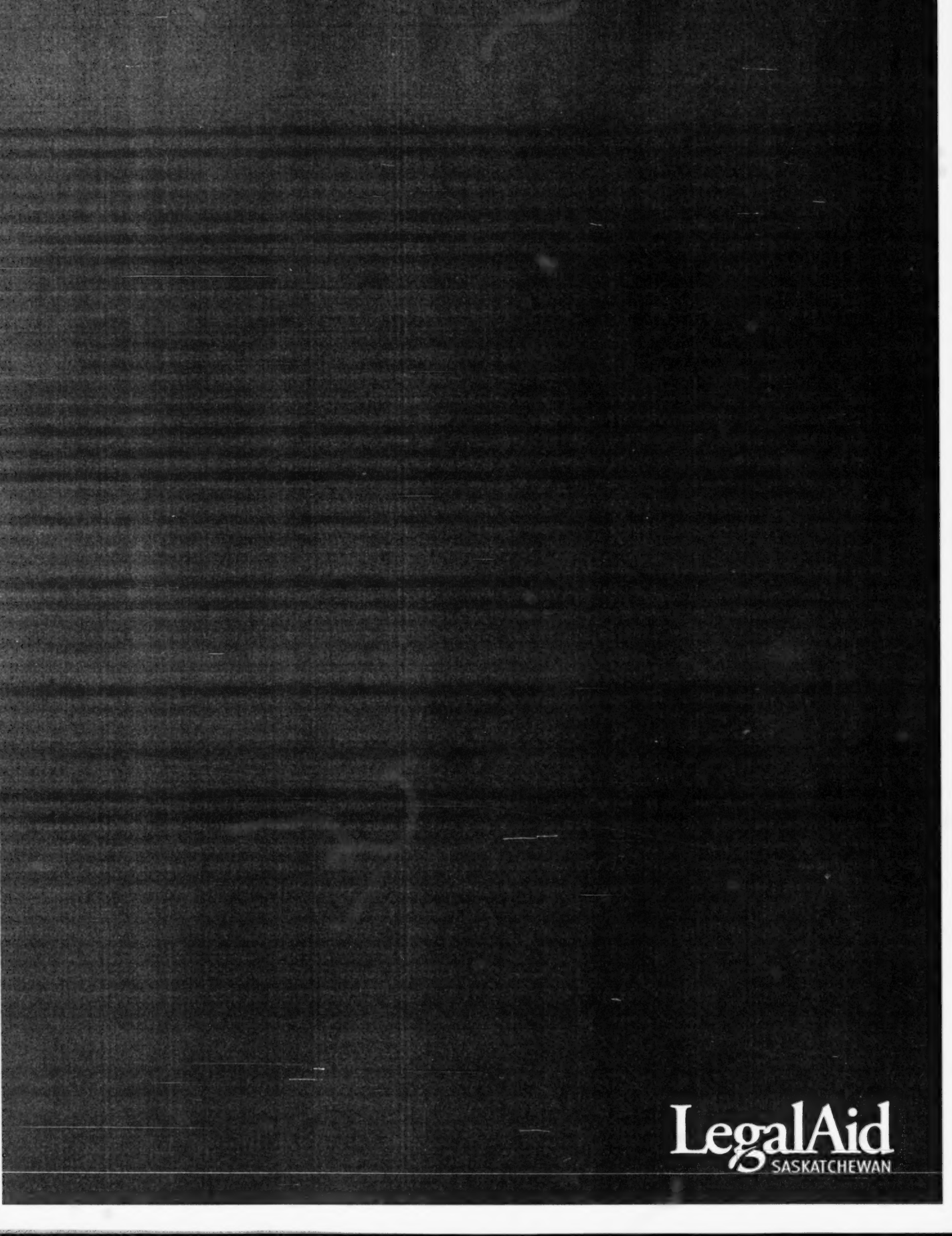
PROVINCIAL OFFENCE MATTERS
Refers to applications for matters under provincial statutes, such as *Alcohol Control Act*, *Wildlife* and *Parks Act*, or *Highway Traffic Act*.

RANGE OF SERVICE OR COVERAGE RESTRICTIONS
Refers to applications refused because the legal matter is not covered by Legal Aid Saskatchewan.

RECIPROCAL APPLICATION
See Interprovincial Reciprocity Agreement. 'Incoming' refers to those applications coming from other jurisdictions, while 'Outgoing' refers to those Saskatchewan sends out.

REFUSED APPLICATION
Refers to all formal written requests for legal aid that have been denied legal services due to financial ineligibility, lack of merit, or range of service or coverage restrictions.

SUMMARY ADVICE OR SERVICE
Refers to the provision of legal advice, information, or any other type of minimal legal service to an individual involving no more than a brief interview or telephone call.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